



Date: March 3, 2003
To: Mayor O'Neill and Members of the City Council
From: Gerald Miller, Acting City Manager \s\
Subject: **Responses to February 18, 2003 Budget Workshop Requested Items**

During the February 18, 2003 Budget Workshop, City Councilmembers requested staff to prepare reports and/or to respond to over 30 issues relating to the Proposed Three-Year Plan and the presentations made by the representatives of the Police Officers Association, Firefighters Association and International Association of Machinists. While most of the information requested is provided in this memo, several of the requests require additional time to research. The information requests, along with staff responses or status of research being conducted, are listed below by Councilperson.

Requesting Councilmember: Lowenthal

1) What is the "fill-rate" for the Police Department or what % of the authorized personnel budget line item for FY 03 is filled?

The table below shows the entire Police Department's budgeted versus actual strength (filled positions) for full-time equivalent sworn police positions as of February 7, 2003.

For all of the tables that follow, the "fill rate" equals the percentage of filled positions divided by budgeted staff and the "working fill rate" equals the percentage of working staff divided by budgeted staff. Unless otherwise specified, temporarily disabled staff are assumed to be not available for work.

Police Department

Title	FY 03 Adopted Budget	Filled Positions	Fill Rate	Temporarily Disabled Staff	Working Staff ⁽¹⁾	Working Fill Rate
Chief	1.00	1.00	100%		1.00	100%
Deputy	3.00	3.00	100%		3.00	100%
Commander	12.00	12.00	100%		12.00	100%
Lieutenant	28.00	23.00	82%		23.00	82%
Sergeant	127.00	125.00	98%	2.00	123.00	97%
Corporal	48.00	42.00	88%	3.00	39.00	81%
Officer	707.00	648.00	92%	20.00	628.00	89%
Subtotal	926.00	854.00	92%	25.00	829.00	90%
Recruits	17.00	50.00	294%		50.00	294%
Non-careers	7.25	7.25	100%		7.25	100%
Total	950.25	911.25	96%	25.00	886.25	93%

(1) Working Staff includes 21 permanent modified duty staff and 26 temporary modified duty staff. These 46 staff are assigned to either permanent positions or to special-detailed temporary positions in order to accommodate their work restrictions

The following tables provide detail by bureau:

Chief of Police Bureau

Title	FY 03 Adopted Budget	Filled Positions	Fill Rate	Temporarily Disabled Staff	Working Staff ⁽¹⁾	Working Fill Rate
Chief	1.00	1.00	100%		1.00	100%
Commander	1.00	2.00	200%		2.00	200%
Lieutenant	2.00	0.00	0%		0.00	0%
Sergeant	12.00	12.00	100%		12.00	100%
Officer	5.00	5.00	100%		5.00	100%
Total	21.00	20.00	95%	0	20.00	95%

(1) Working Staff includes 2 temporary modified duty staff. These 2 staff are assigned to either permanent positions or to special-detailed temporary positions in order to accommodate their work restrictions.

Administration Bureau

Title	FY 03 Adopted Budget	Filled Positions	Fill Rate	Temporarily Disabled Staff	Working Staff ⁽¹⁾	Working Fill Rate
Lieutenant	0.00	1.00	NA		1.00	NA
Sergeant	3.00	3.00	100%		3.00	100%
Corporal	0.00	1.00	NA		1.00	NA
Officer	4.00	4.00	100%	1.00	3.00	75%
Total	7.00	9.00	129%	1.00	8.00	114%

(1) Working Staff includes no temporary modified duty staff.

Investigations Bureau

Title	FY 03 Adopted Budget	Filled Positions	Fill Rate	Temporarily Disabled Staff	Working Staff ⁽¹⁾	Working Fill Rate
Deputy	1.00	1.00	100%		1.00	100%
Commander	3.00	3.00	100%		3.00	100%
Lieutenant	7.00	5.00	71%		5.00	71%
Sergeant	34.00	31.00	91%	1.00	30.00	88%
Corporal	17.00	11.00	65%		11.00	65%
Officer	178.00	153.00	86%	3.00	150.00	84%
Sub-total	240.00	204.00	85%	4.00	200.00	83%
Non-careers	0.50	0.50	100%		0.50	100%
Total	240.50	204.50	85%	4.00	200.50	83%

(1) Working Staff includes 6 permanent modified duty staff and 5 temporary modified duty staff. These 11 staff are assigned to either permanent positions or to special-detailed temporary positions in order to accommodate their work restrictions.

Patrol Bureau

Title	FY 03 Adopted Budget	Filled Positions	Fill Rate	Temporarily Disabled Staff	Working Staff ⁽¹⁾	Working Fill Rate
Deputy	1.00	1.00	100%		1.00	100%
Commander	5.00	5.00	100%		5.00	100%
Lieutenant	17.00	16.00	94%		16.00	94%
Sergeant	59.00	63.00	107%	1.00	62.00	105%
Corporal	24.00	23.00	96%	3.00	20.00	83%
Officer	492.00	461.00	94%	14.00	447.00	91%
Sub-total	598.00	569.00	95%	18.00	551.00	92%
Non-careers	2.00	2.00	100%		2.00	100%
Total	600.00	571.00	95%	18.00	553.00	92%

(1) Working Staff includes 5 permanent modified duty staff and 15 temporary modified duty staff. These 20 staff are assigned to either permanent positions or to special-detailed temporary positions in order to accommodate their work restrictions.

Support Bureau

Title	FY 03 Adopted Budget	Filled Positions	Fill Rate	Temporarily Disabled Staff	Working Staff ⁽¹⁾	Working Fill Rate
Deputy	1.00	1.00	100%		1.00	100%
Commander	3.00	2.00	67%		2.00	67%
Lieutenant	2.00	1.00	50%		1.00	50%
Sergeant	19.00	16.00	84%		16.00	84%
Corporal	7.00	7.00	100%		7.00	100%
Officer	28.00	25.00	89%	2.00	23.0	82%
Recruits	17.00	50.00	294%		50.00	294%
Sub-total	77.00	102.00	133%	2.00	100.00	130%
Non-careers	4.75	4.75	100%		4.75	100%
Total	81.75	106.75	131%	2.00	104.75	131%

(1) Working Staff includes 10 permanent modified duty staff and 4 temporary modified duty staff. These 14 staff are assigned to either permanent positions or to special-detailed temporary positions in order to accommodate their work restrictions.

Note that the next Police academy class will commence on June 2, 2003 with 60 Recruits who will graduate in early December 2003. Upon graduation they become Police Officers and serve a one-year probationary period. These Recruits will also help to backfill future retirements, new grant positions and natural attrition. It cannot be assumed that the fill rate will automatically increase.

2) Are sworn police officers currently included in the hiring freeze?

The current hiring freeze exempts sworn police officer and emergency dispatcher positions.

3) Please provide a breakdown of the personnel line item (FY 01, FY 02 and FY 03) separating out overtime (in dollars and hours) and regular time for the following Police Department classifications: Police Officer, Police Sergeant, Police Lieutenant, Police Corporal, Police Commander. Please exclude any classification where overtime is not applicable to the position.

An analysis of regular and overtime (hours and dollars) for FY 01, FY 02 and FY 03 by bureau for sworn police classifications is provided (Attachment 1). Police Commander rank is excluded as it is a management position and not eligible to earn overtime.

It should be noted that some regular time and overtime costs are offset by revenue. This includes overtime for special events and police service provided for the Airport and the Port of Long Beach.

4) In the Proposed FY 03 Budget, the difference in Police Department overtime from FY 01 to FY 03 is \$874,638, indicating an 11.8% increase in two years. Please explain.

Three reasons account for the increase in the Police Department's budgeted overtime: (1) revenue from a variety of grants funded additional overtime in the amount of \$239,793 and \$295,799 in FY 02 and FY 03, respectively, (2) revenue from outside entities has paid for additional overtime needed to provide policing services (for the Carmelitos Housing Project and Women's Shelter) to such entities, and (3) the overtime budget was incrementally increased to account for the 3% cost of living wage increase that took effect in FY 02.

5) What is the "fill-rate" for the Fire Department or what % of the authorized personnel budget line item for FY 03 is filled?

The table below shows the entire Fire Department's budgeted versus actual strength (filled positions) for sworn firefighter classifications as of February 25, 2003.

For all of the tables below, the "fill rate" equals the percentage of filled positions divided by budgeted staff. The "working fill rate" equals the percentage of working staff divided by budgeted staff. Unless otherwise noted below, temporarily disabled staff are assumed to be not available for work.

Fire Department

Title	FY 03 Adopted Budget	Filled Positions	Fill Rate	Temporarily Disabled Staff	Working Staff	Working Fill Rate
Chief	1	1	100%		1	100%
Deputy	3	3	100%		3	100%
Assistant	4	4	100%		4	100%
Battalion Chief	12	13	108%	1	12	100%
Captain	100	98	98%	7	91	91%
Engineer	90	87	97%	5	82	91%
Boat Operator	6	6	100%		6	100%
Firefighter (incl. Paramedics)	231	237	103%	7	230	100%
Total	447	449	100%	20	429	96%

The following tables show the budget versus strength for each bureau.

Fire Chief - Executive Office

Title	FY 03 Adopted Budget	Filled Positions	Fill Rate	Temporarily Disabled Staff	Working Staff	Working Fill Rate
Chief	1	1	100%		1	100%
Assistant	1	1	100%		1	100%
Captain	1	1	100%		1	100%
Firefighter (1)	2	1	50%		1	50%
Total	5	4	80%	0	4	80%

(1) Department is not filling one public information related Firefighter position. This action is part of the FY 03 strategy to achieve 3.0% budget reductions with no impact on constant staffing requirements.

Fire Operations Bureau

Title	FY 03 Adopted Budget	Filled Positions	Fill Rate	Temporarily Disabled Staff	Working Staff	Working Fill Rate
Deputy	1	1	100%		1	100%
Assistant	3	3	100%		3	100%
Battalion Chief	9	9	100%	1	8	89%
Captain	92	92	100%	7	85	92%
Engineer	90	87	97%	5	82	91%
Boat Operator	6	6	100%		6	100%
Firefighter (incl. Paramedics)	212	221	104%	6	215	101%
Total	413	419	101%	19	400	97%

Fire Prevention Bureau

Title	FY 03 Adopted Budget	Filled Positions	Fill Rate	Temporarily Disabled Staff	Working Staff	Working Fill Rate
Deputy	1	1	100%		1	100%
Battalion Chief ⁽¹⁾	1	2	200%		2	200%
Captain ⁽¹⁾	4	2	50%		2	50%
Firefighter ⁽¹⁾	17	15	88%	1	14	82%
Total	23	20	87%	1	19	83%

(1) Department had a mid-year reorganization where 2 Fire Captain positions are not being filled in order to both fund an additional Fire Prevention Battalion Chief and to meet the FY 03 strategy to achieve 3.0% budget reductions with no impact on constant staffing requirements. In addition, two Fire Prevention Firefighter positions are also not filled thereby achieving more savings for the FY 03 strategy. These incumbents have been reassigned into vacancies in the Operations Bureau-Suppression. As the Fire Prevention Bureau reorganizes its inspection duties, these functions are being consolidated into other inspections duties.

Fire Support Services Bureau

Title	FY 03 Adopted Budget	Filled Positions	Fill Rate	Temporarily Disabled Staff	Working Staff	Working Fill Rate
Deputy	1	1	100%		1	100%
Battalion Chief	2	2	100%		2	100%
Captain	3	3	100%		3	100%
Total	6	6	100%	0	6	100%

6) Are sworn firefighters currently included in the hiring freeze?

The current hiring freeze exempts sworn Firefighter positions assigned to fire station duties, as well as emergency dispatcher positions. In order to meet the 3% budget reduction enacted in the FY 03 adopted Fire Department budget the Fire Chief reassigned Firefighters from the Public Information and Fire Prevention divisions to platoon duty in Fire Operations Bureau. Similar to the Police Department, this reduced the amount of callback staffing overtime required for field personnel.

7) In the FY 01 budget there were 289 Full-Time Equivalent (FTE) Firefighters. In the Proposed FY 03 budget there are 231 FTE Firefighters. This indicates a reduction of 58 FTEs over the last 2 years. Why did this occur?

From FY 01 to FY 03, the Fire Department's budgeted FTE's increased by one Firefighter in the Fire Prevention Bureau for plan check reviews and reduced by 59 Firefighter positions in the Operations Bureau. The difference in the numbers is associated with the manner in which the Fire Department staff and how those requirements are reflected in the budget document. Callback staffing allows the Fire Department to maintain the daily authorized strength of 138 Firefighting personnel on duty in the fire stations each day of the year. The work year for these individuals is 121/24 hour shifts per year (2,912 hours). Due to vacation, holiday leave and other paid time off, the Fire Department knows that, on average, each of the assigned personnel in the Operations Bureau will actually work an average of approximately 102 shifts per year. The difference of the scheduled and assigned shifts (19), are filled with callback staffing.

Prior to the FY 02 budget, the methodology for budgeting sufficient funds for personnel costs in the Fire Department was to budget for "equivalent" positions. The department has, for the past 30 years, utilized a combination of full-time (FTE's) positions and callback staffing and reflected all the costs in those FTE's. Beginning in FY 02, the FTE's and the callback staffing were identified separately in the budget document. Accordingly there was not a decrease in personnel; rather, the expense was shown in a more accurate, descriptive manner.

8) Please provide a breakdown of the personnel line item (FY 01, FY 02 and FY 03) separating out overtime (in dollars and hours) and regular time for the following Fire Department classifications: Firefighter, Fire Engineer, Fire Captain, Deputy Fire Chief, Battalion Chief, Assistant Fire Chief. Please exclude any classification where overtime is not applicable to the position.

An analysis of regular and overtime (hours and dollars) for FY 01, FY 02 and FY 03 by bureau for sworn fire classifications is provided (Attachment 2). Deputy Fire Chief and Assistant Fire Chief ranks are excluded as they are management positions and not eligible to earn overtime. Fire Boat Operator has been included as it is a sworn rank and overtime is applicable.

9) On page 108 of the Proposed FY 03 Budget, the Fire Department indicates a response to 53,747 calls for service. Please provide a breakdown of calls for service over the last 4 years separating out those responded to by Firefighters, paramedics, etc.

The City tracks Fire Department responses, among other things, by the station responding and type of call. A review of all documentation supporting calls for service would have to be manually performed to determine the number of calls

responded to by Firefighters, Paramedics, etc. However, the information in the following tables may be sufficient to address questions regarding responses to calls for service. The information below shows the number of incidents, or calls for service, in various categories for calendar years 1999 through 2002. Each call for service is for one incident that may have had one or more pieces of apparatus (e.g., fire engine, paramedic, ladder truck) respond to a particular incident. Descriptions of what apparatus generally responds to the various types of calls for service are also provided below.

FIRE DEPARTMENT CALLS FOR SERVICE (INCIDENTS)

Type of Call	1999		2000		2001		2002	
	# of Calls	% of Total	# of Calls	% of Total	# of Calls	% of Total	# of Calls	% of Total
Fire	5,574	11%	5,335	10%	5,590	10%	5,653	10%
Medical	33,434	65%	34,857	65%	35,471	65%	35,956	66%
Non-Fire	2,467	5%	3,208	6%	3,219	6%	3,028	6%
Hazardous Materials	980	2%	916	2%	1,000	2%	982	2%
Lifeguard/ Marine Safety	8,881	17%	9,235	17%	8,372	16%	8,425	15%
Technical Rescue Company	75	<1%	80	<1%	95	<1%	92	<1%
Total	51,411	100%	53,631	100%	53,747	100%	54,436	100%

See Attachment 3, which shows the Fire Department's response summaries by month from October 1999 through January 2003. The number of responses shown in the attachment is higher than the calls for service (incidents) shown above because responses reflect the total number of Fire apparatus (trucks, ladder trucks, rescue or ambulance vehicles, etc.) that respond to calls for service, e.g., one Fire Engine plus a Rescue ambulance. Many incidents have more than one apparatus respond.

Typical response profiles and staffing identified by the Fire Department for the various types of calls for service include:

Fire

- Structure fire:
 - 1st alarm, residential: 3 fire engines, 1 ladder truck, 1 paramedic/rescue, 1 Battalion Chief (BC) [19-20 personnel]
 - 1st alarm, high rise/commercial: 4 engines, 2 trucks, 1 rescue, 1 BC [27-29 personnel]

- Each successive alarm replicates an increment equal to the first alarm
- Vehicle fires: 1 engine [4 personnel]

Medical

- Medical Aid:
 - Alpha (Basic Life Support, no transport): 1 engine or truck [4-5 personnel]
 - Bravo (Basic Life Support, with transport by private ambulance company): 1 engine or truck [4-5 personnel]
 - Charlie (Advanced Life Support): 1 engine or truck + 1 rescue [6-7 personnel]
- Vehicle Accident:
 - On freeway: 2 engines + 1 rescue [10 personnel]
 - Trapped victim, surface street: 1 engine, 1 truck, 1 rescue, 1 BC [11-12 personnel]
 - Trapped victim, freeway: 2 engines, 1 truck, 1 rescue, 1 BC [15-16 personnel]
 - Trapped victim, extensive extrication: add Engine 24 (E24) and Technical Rescue Vehicle (TRV) [additional 4 personnel]

Non-Fire

- Water leak: 1 engine or truck minimum [4-5 personnel]
- Other: 1 engine or truck minimum [4-5 personnel]

Hazardous Materials

- Small release: 1 engine or truck [4-5 personnel]
- Large release: 1 engine or truck minimum, 1 BC [5-6 personnel]

Lifeguard/Marine Safety

- Ranges from low of 1 personnel
- Vessel in distress: 2 rescue boats and 1 fire boat [9 personnel]

Technical Rescue Company

The Technical Rescue Company has all the duties of a regular engine company. In addition, they supply/have expertise in advanced rescue situations (confined space, rope rescues, building collapse, etc.)

- Engine 24 and Technical Rescue Vehicle [additional 4 personnel]

10) In the Proposed FY 03 Budget, the difference in Fire Department overtime from FY 01 - FY 03 is \$4,576,335, indicating a 75% increase in two years. Please explain.

The increase in overtime from FY 01 to FY 03 is due to: (1) converting 59 firefighter positions to overtime to align the budget to actual expenditures, (2) correctly budgeting call back Fire Suppression and Emergency Medical Services staffing in order to maintain required minimum (constant) staffing levels (including the addition for the two Post positions added for Trucks 11 and 17 during FY 02 due to the old four-person trucks having been replaced with five-person tiller trucks), (3) correctly budgeting other Fire Suppression and Emergency Medical Services overtime requirements (for example, paramedic training, mutual aid strike teams), (4) correctly budgeting for Fair Labor Standards Act (FLSA) mandated overtime being incurred (FLSA mandates that all hours worked over 182 hours in a 24-day work cycle be paid at a time-and-a-half rate), (5) increases to account for the 3% cost of living wage increase that took effect in FY 02, and (6) State legislation enabled Lifeguard members to not participate in Social Security system and beginning with FY 03 some of these FICA funds were reallocated to the under funded overtime budget.

It should be noted that approximately 25 percent of the callback staffing and other overtime requirements are offset by revenue. This includes overtime for special events, mutual aid strike teams (reimbursed by the State), and fire service provided for the Airport and the Port of Long Beach.

11) How does Question #10 relate to the total FTE decrease in Fire Fighters from F Y01 to FY 03?

As mentioned in number 7, above, the budgeted dollar value of the 59 FTE decrease of Firefighters was converted to the Fire Department's callback staffing budget.

12) Has the City optimized contributions from all other funds? If so, how? If not, where could we increase transfers from other funds to offset the structural deficit?

Staff has and will continue to look toward optimizing contributions from other City funds. Contributions from other City funds occur in several different ways. These include transfers (e.g., Gas Fund transfer to the General Fund); reimbursement for services provided (e.g., Police services to the Port or Fire Services to the Airport); overhead cost allocations (e.g., City Auditor and central accounting costs allocated out to other funds); and, through direct support by other funds (e.g., water for City parks). Every attempt has been made to ensure that the General Fund recovers all direct and indirect costs associated with the services provided. Each year during the budget adoption process, again, staff seeks to ensure these allocations are covering all possible expenditures.

Attachment 4 contains a list of existing Memorandums of Understanding (MOU's) between the General Fund and other funds for reimbursement of services provided. As part of the FY 04 budget development process, staff has been directed to analyze all of these MOU's to ensure that the General Fund is fully reimbursed, to the extent possible, for costs incurred. Options identified will be incorporated in the Proposed FY 04 budget.

The Proposed Three Year Financial Strategic Plan contains options to increase transfers from other funds in the One-Time Revenues/Transfers category (Section 5.1.19, pg. 39). While transfers from other funds help to balance the budget in a given year, they are one-time in nature and therefore do not serve to solve the structural deficit. It is important to assess the fiscal condition of the other funds prior to making such transfers.

At the request of the City Council, staff has included, as an attachment to the Plan (Plan Attachment 7), projected ending fund balances for certain funds that are typically turned to when needed to address budget issues. This information was also provided in the 1st Quarter Budget Performance Report (February 18, 2003 City Council Agenda Item #22).

Requesting Councilmember: Kell

13) Report on Amortization of PERS the City begins paying for in FY 05.

City staff, in January 2003, met with other government agencies that contract with the California Public Employee Retirement System (CalPERS), as well as with labor representatives and CalPERS staff. The intent was to discuss options available to mitigate the effects of CalPERS investment losses on future pension rates. The pension rates determine how much the City must pay for employee pensions. CalPERS staff informed all involved that they could not make changes to their rate calculations to lessen the City's payments. Staff is continuing to pursue options that might help to mitigate the PERS contribution rates and will keep the City Council informed.

14) Report on viability of initiating use of Lateral Transfers for firefighters vacancies.

Hiring firefighters with previous training and experience ("laterals") is less expensive than training inexperienced firefighters ("recruits"). The City puts recruits through a 14-week training academy, while laterals only need to go through a seven-week academy. The cost for the 14-week academy for 24 recruits is approximately \$679,000, while the cost for the seven-week

academy for laterals is approximately \$413,000, an estimated savings of \$266,000. Laterals earn a higher wage than recruits during the academy.

Laterals are also available to work in Fire Suppression seven weeks earlier than recruits, but are generally paid more because of their prior experience. By being available seven weeks earlier, once laterals begin working they earn straight-time wages and reduces the need to bring in firefighters at the current, more costly callback staffing rates for the seven weeks earlier they finished the academy. This is only one-time savings and it should be noted that most laterals would begin earning a higher wage than a new recruit, which will increase the cost of filling the vacancies for the first few years. In addition, savings are achieved with a shorter academy by having less callback costs incurred for the Training Captains.

15) Report on what other cities are doing in regards to PERS EPMC pick-up.

Attachment 5 lists other California cities that contract with the State's Public Employee Retirement System (PERS) for pension plan administration. It also shows the particular plan contracted for Police and Fire Safety personnel, and for Non-Safety ("Miscellaneous") employees (e.g., 3% @ 50 for Police or 2.7% at 55 for Miscellaneous), the percent of the employee contribution that is paid by the employee and/or by the employer. A number of different approaches have been utilized to fund the employee portion of retirement contributions, as is evidenced in the attachment.

Requesting Councilmember: Baker

16) Analysis of cost of filled positions versus overtime for Fire and Police sworn.

Based on current salary and benefit rates, the City saves \$52 per firefighter shift and \$33 per police officer shift to fill a position versus paying overtime since we currently do not pay PERS costs. Alternatively, once PERS payments return in FY 05, the City will save \$100 per firefighter shift and \$64 per police officer shift to use overtime versus staffing a position. The table below details the costs.

Position	Staff Shift Using Callback Staffing	Staff Shift Using FTE @ Current Cost	Savings Using an FTE	Staff Shift Using FTE with 26.6% PERS cost	Savings Using Callback Staffing
Firefighter*	\$722	\$670	\$52	\$822	\$100
Police Officer **	\$461	\$428	\$33	\$525	\$64

* One Firefighter shift is 24 hours. When utilized to fill vacancies it is called Callback Staffing.

** One Police Officer shift is 10 hours.

17) Report on Code Enforcement issue raised by Janet Wright.

Staff believes that this issue has merit and is consulting with the City Attorney and City Prosecutor to determine what, if anything must be done to empower Planning and Building staff to issue infraction type citations for certain zoning violations.

Requesting Councilmember: Uranga

18) Clarification on Charter requirements regarding contracting out Public Safety.

Per the City Attorneys Office: "Charter Section 1806 prohibits contracting out police and fire services to private companies, even if cost savings can be determined. However, they can be contracted out to other public entities, as was done with police services and the County in the late-1980's."

19) Report on average OT for Firefighters.

The following table shows the FY 02 average, median and highest number of overtime hours earned by one employee and the related dollar amount for sworn Fire personnel classifications.

As was noted in number 10 above, approximately 25 percent of the callback staffing and other overtime requirements are offset by revenue. This includes overtime for special events, mutual aid strike teams, and fire service provided to the Airport, Port and the City of Signal Hill.

Classification	Average OT \$	Average OT Hours	Median OT \$	Median OT hours	Highest OT \$	Highest OT hours
Battalion Chief	\$26,929	559	\$23,836	526	\$67,109	958
Fire Captain	\$21,943	536	\$23,360	644	\$84,206	1,469
Fire Engineer	\$25,245	760	\$27,531	730	\$51,021	1,374
Fire Boat Operator	\$17,668	532	\$16,992	645	\$35,350	904
Firefighter*	\$17,597	597	\$16,632	626	\$55,415	1,603
Total	\$20,408	616				

* Includes Firefighter/Paramedics

20) Report on Breakdown of fire Calls for Service by type of call.

This question was addressed in #9 above.

Requesting Councilmember: Richardson

21) Update City Support to Outside Agencies Report to include all City funds.

Attachment 6 shows a listing of outside agencies that receive funding from the City. This list was previously forwarded to the Mayor and Members of the City Council on February 18, 2002 in the memo entitled "Proposed Three-Year Financial Strategic Plan Reductions by Department and Outside Organizations." Staff is developing a more comprehensive listing. This list will be transmitted to the City Council under separate cover.

22) Review of Non-General Fund funds, including grants, which may be collaboratively shared with General Fund departments.

Staff is in the process of compiling a complete listing of grant funds received by the City. Additional information to be incorporated in the listing include grant amounts, as well as current and potential eligible, alternate uses of such funds and any City match requirements. Given the number of grants the City receives each year, and in many cases the complex restrictions accompanying the grants, this effort may take a few additional weeks to complete.

Cost sharing was identified early on in the development of the Plan. Several items proposed in the Plan utilize this concept including street surveyor costs,

geographical information system costs, code enforcement and capital projects funding. During these difficult budget times, staff will continue to seek and implement opportunities to maximize funding for the General Fund.

23) List of available contributions from other Departments (Water, Harbor, Energy, etc.) including amounts, comparisons to other cities and actions required to change policies.

Staff has initiated a survey to gather information regarding how other cities are utilizing non-general fund sources to support General Fund operations or projects. Survey results should be compiled in the next few weeks. The final results of the survey will be transmitted to the City Council. Ideas presented in the survey results will be accompanied by required actions necessary to make such policy changes.

As mentioned in number 12 above, and shown in Attachment 4, staff has also compiled a list of Memorandums of Understanding (MOU's) between various City departments. The MOU's are agreements that define services provided by one department to another, and address the amount of payment for such services. Staff has been directed to review all MOU's during the FY 04 budget development process to ensure that payments for services accurately reflect costs incurred.

24) Youth results of "Voice Your Choice" survey.

In addition to extensive youth outreach efforts that were conducted during the original community survey, staff is working on expanding youth participation. Staff has met with Long Beach Unified School District personnel, and due to school testing schedules and limited time in class, further outreach to youth will take more time than originally anticipated. A report will be transmitted to the City Council once the logistics of conducting such a survey are worked out.

25) Cost of position to follow up on revenue generating ideas.

City departments utilize existing staff to continuously seek out new revenues to fund City programs and services. Various staff monitor Federal, State and County legislation and programs with the intent of maximizing the City's prospects for new revenues. As a practical matter, and given the magnitude of the City's fiscal dilemma, innovative approaches must be considered in this area.

Several cities that are often considered models of good government, such as Indianapolis, Kansas City and San Diego, have established "optimization

teams” that focus on effecting positive operational changes, maximizing existing revenues and generating new revenues. The direct cost to fund such an effort for Long Beach would vary widely depending on the number and levels of staff assigned. It is important to note that the high rate of return on such investments by other cities have been widely reported.

However, simply assuming that an Administrative Analyst III position is established and tasked with the responsibility of following up on revenue generating ideas, the fully-loaded cost, including wages and benefits, is about \$84,400. Additional costs for supplies, computer equipment, etc., would also need to be funded.

In addition, City staff have been directed to thoroughly analyze existing fee structures to ensure that to the extent legally possible, consideration is given to adjust fees to recapture full costs for services provided. The City Auditor’s Office will be asked to assist in this effort.

26) Report on Union’s presentations.

Attachment 7 is a copy of the presentations given by Steve James, Police Officers’ Association president and Janet Wright, International Association of Machinists (IAM) Union president, at the February 18, 2003 Budget Workshop. The Fire Union president has been invited to submit recommendations and will be forwarded to the City Council once received.

An issue related to Code Enforcement discussed by Janet Wright, IAM President, was discussed above in number 17 above. Ms. Wright also provided an estimate of the average annual wages for IAM employees. To clarify what the average wages are for various employee groups, a summary of average annual budgeted wages is included as Attachment 8.

27) Report on cost-savings of Union suggestions.

Once received, City employee union’s suggestions for cost savings will be transmitted to the City Council. Note, that in Attachment 8 for item 26 above, that Ms. Wright’s comments also include some areas for cost savings.

Requesting Councilmember: Colonna

28) Report on collections for medical transports.

The Fire Department responds to medical emergencies and the City bills patients or their insurance company for services rendered. The table below

shows information pertaining to ambulance transports, and related billings and collections.

Fiscal Year	# Billed	ALS* 95%	BLS* 5%	Revenue Billed	Revenue Collected (1)	Total Write-Offs (1) (2)
2000	11,852	11,259	593	\$6,073,428	\$2,696,968	\$1,201,083
2001**	15,208	14,448	760	\$8,410,499	\$3,807,374	\$2,251,404
2002	13,629	12,948	681	\$7,738,853	\$4,878,536	\$5,730,659

*ALS is Advanced Life Support and BLS is Basic Life Support.

**Due to staffing and system issues, FY 01 numbers include 1,682 transports that occurred in FY 00 that were billed in FY 01. These transports represent \$935,000 in billed revenue. In addition, collections for much of the increased billings in FY 01 occurred in FY 02, as did write-off's. Ambulance revenue is anticipated to stabilize in FY 03 at \$4.8 million.

(1) Both revenue collected and write-off amounts include those billed from prior years in addition to the year listed.

(2) Write-offs include amounts from old collection agency accounts as well as amounts not reimbursed by Medicare/Medical.

Staffing added in FY 02 to the ambulance billing function has resulted in marked improvements in the collection rate.

29) Provide a Revenue Performance Report

The FY 03 1st Quarter Budget Performance Report, which included detailed discussions on revenues, was given to the City Council on February 18, 2003 (Agenda Item #22), with an action to Receive and File. The Mid-Year Budget Performance Report will be given in May 2003. In addition, Attachment 9 of this memo lists out the General Fund's 40 largest revenues, which in aggregate make up over 90% of current General Fund revenues.

30) Report on Number of ALS calls which result in transports.

This request is included in the answer to question number 28 above.

Requesting Councilmembers: Colonna/Kell

31) Report on False Alarms revenue, costs and resources spent on responding.

A report is being prepared by staff and will be provided to Council under separate cover. Additional time will be required to assemble this information.

GRM:RST:MAK:ms
February18Workshop Q&A
Attachments

cc: Christine F. Shippey, Deputy City Manager/Acting Public Works Director
Reginald I. Harrison, Deputy City Manager
Suzanne R. Mason, Acting Deputy City Manager
All Department Heads